

Medical Locum Agency Audit Guidelines

To assist with the implementation of the NSW Health Standards and Conditions for the provision of locum medical officers to the NSW Health Services



NSW DEPARTMENT OF HEALTH

73 Miller Street

NORTH SYDNEY NSW 2060

Tel. (02) 9391 9000

Fax. (02) 9391 9101

TTY. (02) 9391 9900

www.health.nsw.gov.au

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Medical Locum Agency Audit Guidelines

Background

In July 2008 the Minister for Health announced the *NSW Health Standards and Conditions for the Provision of Locum Medical Officers to the NSW Health Services*. During the introductory period between October 2008 and August 2009, NSW Health has required Medical Locum Agencies to conduct a self assessment against the 'Standards and Conditions' and to register with NSW Health. As at the 17th August 2009 all Medical Locum Agencies are required to demonstrate compliance with the Standards and Conditions through a third party audit process to remain on the NSW Health Register of Medical Locum Agencies.

Purpose

The purpose of the *NSW Health Locum Agency Audit Guidelines* is to provide advice to JAS-ANZ accredited auditor bodies engaged by Medical Locum Agencies to conduct a third party audit against the NSW Health Standards and Conditions. These Guidelines suggest a range of evidence which may assist in ascertaining the Medical Locum Agencies compliance against each of the Standards and Conditions.

The range of evidence described against each of the 'Standards and Conditions' is for guidance only. This evidence does not represent the minimum requirements that medical locum agencies should demonstrate towards compliance with the NSW Health Standards and Conditions. Third party audit bodies will also be able to provide further assistance in regard to types of evidence that would indicate compliance. Copies of the NSW Health Standards and Conditions for the provision of locum medical officers to the NSW Health Services are located at www.health.nsw.gov.au/aboutus/business/locums

Statement of full compliance or provisional compliance

NSW Health will require medical locum agencies currently on the NSW Register of Medical Locum Agencies to demonstrate full compliance or provisional compliance to all the NSW Health Standards and Conditions by the 17th August 2009. If agencies have not demonstrated this

requirement they will be removed from the NSW Health Register of Locum Medical Agencies at www.health.nsw.gov.au/aboutus/business/locums.

Medical Locum Agencies that have not completed a self assessment and declaration and are subsequently not on the NSW Register of Medical Locum Agencies will also need to demonstrate full compliance or provisional compliance to all the NSW Health Standards and Conditions through a third party audit process to be included on the Register. NSW Health will examine the reports of provisional compliance from medical locum agencies and consider the implications of provisional compliance within a risk management framework.

Throughout the Audit Guidelines it is suggested that example evidence be drawn from an audit of a reasonable sample of randomly selected locum medical files. The selected sample of files should be representative of locum medical officers who have worked at least one shift in a NSW public hospital since October 2008.

Objectives of compliance

The key business objectives of NSW Health in utilising medical locum agencies to provide locum Medical Officers to NSW Health Services are to:

- n Maximise the effectiveness and efficiency of Locum Medical Officer placement and management;
- n Ensure Locum Medical Officers are appropriately qualified, fit for duty and suitable for roles they will perform;
- n Ensure medical locum agencies maintain agreed levels of customer service; and
- n Achieve value for money.

To meet these objectives medical locum agencies must demonstrate a satisfactory level of compliance, with supporting evidence, against all the NSW Health Standards and Conditions. This document has been developed to guide the audit process. The guidelines provide a description of evidence that would support a claim of compliance. However the suggested evidence should be read as a guide to assist in the process and should not be considered a minimum requirement to meet full compliance for each Standard and Condition.

Description and examples of evidence to support compliance with the NSW Health Standard and Conditions for the provision of locum medical officers to the NSW Health Services

STANDARD	DESCRIPTION OF EVIDENCE TO SUPPORT CLAIM	EXAMPLE EVIDENCE
1. Purpose	Confirm that the medical locum agency is aware of and understands the purpose of the NSW Health Standards and Conditions for the provision of locum medical officers to the NSW Health Services.	<ul style="list-style-type: none"> ▫ Interviews with medical locum agency Directors and their staff ▫ Interviews with a reasonable sample of randomly selected locum medical officers on the agency database to determine the medical officers understanding of key components of the NSW Health Standards and Conditions.
2. Key Business Objectives	Confirm that the business objectives of the medical locum agencies are consistent with the business objectives of the NSW Health Standards and Conditions and are intrinsic to the agencies operations.	<ul style="list-style-type: none"> ▫ Medical Locum Agency Business plans and objectives.
3. Locum Agency Responsibilities	<p>3.1 Evidence that the medical locum agency responsibly provides suitable locum medical officers to NSW Health Services consistently in keeping with the NSW Health Standards and Conditions.</p>	<ul style="list-style-type: none"> ▫ Agency's mission statement, business plans and objectives reflect this aim. ▫ An assessment of the volume of locum medical officers supplied by the medical locum agency to NSW Health Services ie the number of placements and the location of the placements. ▫ An audit of a reasonable sample of randomly selected medical locum agency files that demonstrate compliance with the NSW Health Standards and Conditions. ▫ An audit of a reasonable sample of randomly selected locum medical officer files held on record by NSW Health Services following the acceptance of bookings. ▫ Effective complaints management policies and procedures in place to enable NSW Health Services to raise concerns re the performance of locum medical officers or the Agencies services/responsiveness etc. ▫ Performance feedback mechanisms are in place to obtain information from NSW Health Services about the performance of the Agency's locum medical officers. ▫ Customer service policies and procedures in place.
	<p>3.2 a) Evidence that all medical officers have signed appropriate engagement letters with the medical locum agency setting out the terms and conditions with the agency.</p>	<ul style="list-style-type: none"> ▫ An audit of a reasonable sample of randomly selected locum medical officer files that show locum medical officers have a signed engagement agreement with the agency. ▫ Signed engagement agreements include a clause that indicates that all locum medical officers understand the Agency's terms and conditions.

STANDARD	DESCRIPTION OF EVIDENCE TO SUPPORT CLAIM	EXAMPLE EVIDENCE
	<p>3.2 b) Evidence that the medical locum agency has communication and engagement strategies that contribute to professional and productive relationships with their Area Health Service customers in NSW.</p>	<ul style="list-style-type: none"> n Customer service statement. n Sample correspondence (letters and emails) that demonstrate a positive and productive working relationship between the medical locum agency and the NSW Health Services that are 'customers'. n Records of meetings with NSW Health Service client groups are kept. n Effective complaint management procedures are in place. n Up to date records of NSW Health Service contacts maintained. n Communication & engagement related policies and protocols and/or plans. n Relationship management policies and protocols and/or plans n Customer Satisfaction Survey(s). n Randomly selected telephone interviews with a variety of NSW Health Service staff associated with the management and booking of locum medical officers.
	<p>3.2 c) and 4.1 a) Evidence that the agency has a pool of experienced and appropriately qualified locum medical officers that can meet the ongoing needs of all NSW Health Services.</p>	<ul style="list-style-type: none"> n A database of assessed experienced and qualified locum medical officers suitable to work in NSW Health Services is in place. n Documentation that demonstrates a matching process is undertaken against NSW Health position descriptions or requests for services and that the right person is placed in the right location at the right time.
	<p>3.2 d) Evidence that the medical locum agency has policies and procedures in place for the processing and invoicing of orders, and the prioritising of orders from NSW Health customers.</p>	<ul style="list-style-type: none"> n Procedures are in place that facilitates the appropriate management of order requests from NSW Health. Procedures may include: <ul style="list-style-type: none"> • Regular and timely feedback to NSW Health Services regarding the progress of request, • Confirmation of requests, • Timely responses, • Details of service costs, • Communication is directed to the appropriate person in the NSW Health Services, • Cancellation of shifts procedures.
	<p>3.2 e) and 4.1 j) Evidence that the medical locum agency has in place formal procedures that manage the performance of locum medical officers and obtains feedback from NSW Health Services that can be shared with other Health Services.</p>	<ul style="list-style-type: none"> n Performance management systems are in place that may include: <ul style="list-style-type: none"> • Performance management policies and procedures • Individual Performance Management Plans, • Individual Professional Development Plans, • Protocols to obtain feedback from NSW Health Services about locum medical officer performance, • Protocols to obtain feedback from locum medical officers about their experience of the placement, • Protocols are in place to provide feedback to locum medical officers re performance.

STANDARD	DESCRIPTION OF EVIDENCE TO SUPPORT CLAIM	EXAMPLE EVIDENCE
4. Management of the Locum Medical Officer Pool	<p>4.1 b) Evidence that the medical locum agency actively determines the competencies and skill levels of the locum medical officer consistent with the NSW Health Standards and Conditions.</p>	<ul style="list-style-type: none"> n Records Management procedures are in place that demonstrate: <ul style="list-style-type: none"> • All locum medical officers have completed a self assessment as required by NSW Health, • Two preferably three (appropriate to the position) referee checks have been completed, one of these should include the immediate supervisor, • There is a clinical skills matching mechanism between the self assessment and the referee checks as well as the clinical skills match and the job requirements of the position, • The referee checks and the job requirements match the medical officer skills, • Order protocols assist NSW Health Services to provide medical locum agencies with accurate requests re person requirements, • There is a job matching process in place to ensure that locum medical officer competencies match the placement requirements, • Evidence of systems and performance management and development protocols of locum medical officers, • Documented evidence through procedures and action that locum medical officers receive feedback on their performance.
	<p>4.1 e) Evidence that the medical locum agency has processes in place to provide locum medical officer coverage 24 hours a day, 7 days per week and public holidays.</p>	<ul style="list-style-type: none"> n Locum medical officer information reflect shift preferences/ availability. n Systems exist that facilitate shift preferences/availability matched to placement requirements. n A sample of orders from NSW Health Services across a range of times. n Medical locum agency emergency contact details are distributed to customers.
	<p>4.1 f) Confirm that the medical locum agency is registered with the NSW Health Employment Screening and Review Unit.</p>	<ul style="list-style-type: none"> n Agency registration number and confirmation letter with NSW Health Employment Screening and Review Unit.
	<p>4.1 g) Evidence that the medical locum agency ensures that the locum medical officer is aware that they may be required to work in small regional / rural areas and with minimal supervision and that the officer has the necessary skills and expertise for this type of employment, if required.</p>	<ul style="list-style-type: none"> n Sample engagement agreement. n Demonstrated evidence that the medical locum agency actively matches job and skill experiences for placement.
	<p>4.1 i) Evidence that the medical locum agency provides clear and written advice to the NSW Health Services regarding fees, charges, billing requirements and any changes in this regard for the supply of locum medical officers.</p>	<ul style="list-style-type: none"> n A sample of documentation, including a signed Service Agreement, Statement of Terms of Business supplied to NSW Health Services. n Register of complaints from NSW Health Services pertaining to these matters.
	<p>4.2.1 b) and 4.2.1 c) and 4.2.1 d) Evidence that the medical locum agency ensures that the locum medical officers hold valid permits to work in Australia and hold the appropriate visa to work at multiple NSW Health Service sites.</p>	<ul style="list-style-type: none"> n An audit of a reasonable sample of randomly selected medical locum agency files held at the agency and held on record at NSW Health Services that demonstrate records management procedures have appropriate systems to: <ul style="list-style-type: none"> • check and validate work permits and visas, • 100 point identification checks, • Two preferably three (appropriate to the position) referee checks have been completed, one of these should include the immediate supervisor.

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	4.2.2 a) and 4.2.2 d) Evidence that the medical locum agency conducts an employment health assessment with locum medical officers before placement with NSW Health Services.	<ul style="list-style-type: none"> n An audit of a reasonable sample of randomly selected medical locum agency files held at the agency and held on record at NSW Health Services that demonstrate employment screening and vaccination strategies are consistent with NSW Health policy at point of booking (for bookings after 1 June 2009).
	4.2.2 c) Evidence that the medical locum agency conducts a criminal record clearance from the country of origin or any country which the locum medical officer has resided in or worked prior to entering Australia.	<ul style="list-style-type: none"> n An audit of a reasonable sample of randomly selected medical locum agency files that demonstrate the conducting of criminal record clearances.
	4.2.2 b) Evidence that working with children background checks are conducted by the medical locum agency at the time of the applicants registration with the agency.	<ul style="list-style-type: none"> n An audit of a reasonable sample of randomly selected medical locum agency files held at the agency and held on record at NSW Health Services that demonstrate employment screening and monitoring strategies show: <ul style="list-style-type: none"> • Working with children background checks for locum medical officers with continuous registration with the medical locum agency, • Working with children background checks for locum medical officers with broken period of registration with the medical locum agency, • How the medical locum agency deals with prohibited persons, • How screening validation numbers are provided to NSW Health Services prior to placement.
	4.3.1 a) to m) Evidence that the medical locum agency ensures that the locum medical officers have: <ul style="list-style-type: none"> a) the NSW Health Code of Conduct PD 2005_626 b) the NSW Health Conflicts of Interest in the Public Health System PD 2005_469 and has agreed to abide by the policy c) the NSW Health Code of Conduct PD 2005_626 : Section 2.4 outside employment and business activities until the NSW Health Secondary Employment Policy is released d) the appropriate position description e) undergone electronic records management training f) awareness and agreement with OH&S legislation on manual handling g) other NSW Health policies such as: <ul style="list-style-type: none"> • PD 2007_006 Occupational Screening & Vaccination of Health Care Workers Against Infectious Diseases • PD 2007_036 Infection Control • PD 2005_409 Workplace Health and Safety: Policy and Better Practice Guide • PD 2007_061 Incident Management Policy • PD 2005_593 Privacy Manual • PD2005_162 HIV, Hepatitis B or Hepatitis C- Health Care Workers Infected • PD 2009_004 Service Check Register for NSW Health Services. h) knowledge of the possible requirement to supervise Junior medical officers. 	<ul style="list-style-type: none"> n An audit of a reasonable sample of randomly selected medical locum agency files held at the agency and held on record at NSW Health Services that demonstrate Locum Medical Officers have completed the Locum Medical Officer e-orientation program and agreed to abide by it. Evidence may include eMedical orientation or policy sign off sheet. n Sample employment and pre-placement procedures. n Sample of employment and pre-placement documentation supplied to different NSW Health Services for locum medical officers. n Sample engagement agreement.

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	<p>i) been determined to be mentally and physically able to perform the services that they are engaged.</p> <p>j) been determined to be able to perform their engagement in accordance with the directions of the NSW Health Service customer.</p> <p>k) an awareness of and agrees to abide by the intent of the NSW Health guidelines relating to safe working hours and preventing excessive work-related fatigue.</p> <p>l) undertaken mandatory child protection training.</p> <p>m) undertaken the mandatory annual theoretical component of fire training.</p>	<ul style="list-style-type: none"> ▫ Documented reference checks have been undertaken to NSW Health specifications. ▫ Performance management systems are in place and performance feedback is sought from NSW Health Services. ▫ Systems are in place to monitor and manage locum medical officer performance. ▫ Systems are in place to obtain feedback on performance from NSW Health Services. ▫ Demonstrated evidence that the medical locum agency monitors hours worked and ensures that there has been an appropriate break prior to the locum medical officer commencing an engagement in any NSW Health Service. ▫ An audit of a reasonable sample of randomly selected medical locum agency files held at the agency and held on record at NSW Health Services that demonstrate the medical locum agency has knowledge of training opportunities and knows how to collect suitable evidence from locum medical officer when this has been completed. ▫ An audit of a reasonable sample of randomly selected medical locum agency files held at the agency and held on record at NSW Health Services that demonstrate locum medical officers have completed fire training from the eMedical Orientation Program or similar at a hospital facility.
	<p>4.4.1 a) Evidence that the medical locum agency ensures that the locum medical officers discloses all current employment to the agency.</p>	<ul style="list-style-type: none"> ▫ An audit of a reasonable sample of randomly selected medical locum agency files held at the agency and held on record at NSW Health Services that demonstrate policies are in place to ensure that locum medical officers are made aware of this requirements. ▫ An audit of a reasonable sample of randomly selected medical locum agency files held at the agency and held on record at NSW Health Services that demonstrate systems are in place to capture and confirm all current employment.
	<p>4.4.1 b) and 4.4.1 c) Evidence that the medical locum agency ensures that if the locum medical officer is employed in the NSW Health Services that they have notified such employer of the intention to register with a medical locum agency.</p>	<ul style="list-style-type: none"> ▫ An audit of a reasonable sample of randomly selected medical locum agency files held at the agency and held on record at NSW Health Services that demonstrate procedures are in place that demonstrate that the medical locum agency has seen evidence of and documented current approval (renewed every 6 months) for secondary employment from the relevant Area Health Service listed on the NSW Health website at www.health.nsw.gov.au/aboutus/business/locums.
	<p>4.4.1 d) Evidence that the medical locum agency conducts a risk assessment on a case by case basis with locum medical officers of conflicts of interest, occupational health and safety and patient safety.</p>	<ul style="list-style-type: none"> ▫ An audit of a reasonable sample of randomly selected medical locum agency files held at the agency and held on record at NSW Health Services that demonstrate: <ul style="list-style-type: none"> • Risk management policy and protocols are in place, • Policies are in place to inform locum medical officers of requirements in regard to these matters, • Placement processes include risk assessment protocols, • Follow up protocols with stakeholders and documentation that require notification eg locum medical officer, NSW Health Services.

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	<p>4.4.2 Evidence that medical locum agency monitors locum medical officer hours of work consistent with NSW Health guidelines relating to safe working hours and preventing excessive work-related fatigue.</p>	<ul style="list-style-type: none"> n An audit of a reasonable sample of randomly selected medical locum agency files held at the agency and held on record at NSW Health Services that demonstrate: <ul style="list-style-type: none"> • Policies and procedures are in place to promote and manage safe working hours and fatigue, • File notes on sample cases that demonstrate an assessment of hours worked against safe working hours, noting variable such as total hours per week or fortnight, length of shifts and time off between shifts. n Current secondary employment approvals sighted and recorded. n Routine checking protocols against: <ul style="list-style-type: none"> • medical locums & hours worked, • records of current employment prior to allocating placement.
	<p>4.5 Evidence that the medical locum agency has accurate and systematic records management procedures that are easily accessible and maintain confidentiality.</p>	<ul style="list-style-type: none"> n An audit of a reasonable sample of randomly selected medical locum agency files held at the agency that demonstrate record management policies and protocols. n Samples of record keeping and storage.
	<p>4.6 Evidence that the medical locum agency has a single agreement with each NSW Health Service that are provided with locum medical officers.</p>	<ul style="list-style-type: none"> n A signed and dated single agreement with each NSW Health Service to which the Agency provides locum medical officers.
<p>5. Conditions / Restrictions on Locum Medical Officers</p>	<p>4.1 c) and 4.2.1 a) Evidence that in the application process and interview process medical registration is confirmed as suitable.</p>	<ul style="list-style-type: none"> n An audit of a reasonable sample of randomly selected medical locum agency files held by the agency showing procedures that demonstrate the medical locum agency checks the NSW Medical Board register at interview and on a regular basis. n An audit of a reasonable sample of randomly selected medical locum agency files held by the agency demonstrating procedures followed during the initial interview process between the agency and the locum medical officer.
	<p>4.1 h) Evidence that the medical locum agency has systems in place to identify and assess conditional registration or conditions.</p>	<ul style="list-style-type: none"> n An audit of a reasonable sample of randomly selected medical locum agency files held by the agency that demonstrate: <ul style="list-style-type: none"> • Risk management protocols are in place to identify and assess conditional registration or conditions, • Effective job/person specification matching protocols are in place • Appropriate communication processes implemented to fully advise Area Health Services prior to placement as necessary, • Every medical officer has on file their resume, registration details and certification qualifications, • There is evidence that locum medical officers are aware of their responsibilities to advise the Agency of conditions.
	<p>5.1 and 5.3 e) and 4.1 d) Evidence that the medical locum agency can monitor and respond appropriately when a locum medical officer has conditional registration or conditions with the NSW Medical Board.</p>	<ul style="list-style-type: none"> n Reference 4.1 c) and 4.2.1 a) n An audit of a reasonable sample of randomly selected medical locum agency files held at the agency that demonstrates sampling of cases where conditions exist indicating that there is suitable documentation of restrictions and assessment of suitability.
	<p>5.2 Evidence that the medical locum agency has systems that prevent a locum medical officer being proposed for a position in a NSW Health Service that may be in conflict with any conditions or aspects of the pre-placement check.</p>	<ul style="list-style-type: none"> n 4.1 c) and 4.2.1 a) n 5.1 and 5.3 e) and 4.1 d)

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	5.3 f) Evidence that the medical locum agency has a current contact list of appropriate officers in the NSW Health Services and has effective means to communicate with these officers if the medical locum agency were to become aware that the locum medical officer who is engaged by the 'customer health service' has professionals conditions.	<ul style="list-style-type: none"> ▫ NSW Health Services confirm that the Agency maintains accurate customer contact details for each NSW Health Service that the medical locum agency has as 'customers'. ▫ Medical locum agency has up to date contact lists for appropriate officers in the NSW Health Services.
	5.4 a) Evidence that the medical locum agency has suitable communication strategies to advise the locum medical officers if they become suspended or terminated from their usual duties at a hospital or if clinical conditions have been altered.	<ul style="list-style-type: none"> ▫ Evidence that the medical locum agency has informed the locum medical officer of their responsibilities to notify the medical locum agency if they become suspended or terminated from their usual clinical conditions. ▫ Evidence of relevant policies and procedures pertaining to this requirement.
	5.4 b) Evidence that the medical locum agency has taken immediate action and informed a NSW Health Service when a locum medical officer has been suspended or terminated or had clinical conditions altered.	<ul style="list-style-type: none"> ▫ 4.1 c) and 4.2.1 a) ▫ 5.1 and 5.3 e) and 4.1 d) ▫ Communication protocols have been developed to address this scenario. ▫ Sampling of any case documentation. ▫ Relevant policies and procedures are in place to inform this process.
	5.5 Evidence that the medical locum agency has received advice from a NSW Health Service on the acceptability of a locum medical officer for an engagement.	<ul style="list-style-type: none"> ▫ Placement acceptance protocols are in place and documentation recorded and maintained. ▫ Sampling of existing documentation pertaining to this requirement.
6. Orders	6.1a) and 6.1 b) Evidence that the agency has processes in place to provide locum medical officer coverage 24 hours a day, 7 days per week and public holidays particularly in the after hours period.	<ul style="list-style-type: none"> ▫ Demonstration of telephone and fax responsiveness to orders. ▫ If available Web based demonstration of functionality. ▫ Demonstration of use "out of normal business hours" customer information, order receipt and processing protocols in line with this requirement. ▫ Complaint Register.
	6.1 c) and 6.1 d) i) and ii) Evidence that the medical locum agency has been able to provide locum medical officers: <ul style="list-style-type: none"> • at short notice • using every reasonable effort to respond to the customer order • within one hour from the first point of contact; and • within four hours of the first point of contact. 	<ul style="list-style-type: none"> ▫ Existing case documentation. ▫ Demonstration of order tracking protocols including priority ratings, status, action against order. ▫ Response time documentation. ▫ Protocols to feedback to NSW Health Services re status of request. ▫ Business practices that show that response strategies have been reviewed and if necessary been improved. ▫ Complaints Register and other feedback from NSW Health Services. ▫ Survey of NSW Health Services customers.
	6.2 a) Evidence that the medical locum agency provides the locum medical officer with customer order specifications such as: <ul style="list-style-type: none"> • position description (after 1 June 09) • required qualifications • skill level of the position • period of engagement • dates and times. 	<ul style="list-style-type: none"> ▫ An audit of a reasonable sample of randomly selected medical locum agency files held at the agency that demonstrate policies and procedures are in place to address locum medical officer information requirements. ▫ Review current documentation trail.

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6.3 and 6.4 Locum Agency Placement Payments	6.2 b) Evidence that the medical locum agency ensures that the locum medical officer commits to the shift and is not offered alternative shifts by the agency.	<ul style="list-style-type: none"> ▫ An audit of a reasonable sample of randomly selected medical locum agency files held at the agency that demonstrate mechanisms are in place to enable the Agency to identify that a locum medical officer has received an allocation. ▫ Efficient and effective booking procedures are in place. ▫ Policies and procedures are in place pertaining to the management of these types of issues.
	6.2c) and 6.2 d) Evidence that the medical locum agency supplies to the customer the locum medical officer named in the acceptance of the order and ensures that the locum medical officer presents to the shift: at the appointed time and location.	<ul style="list-style-type: none"> ▫ An audit of a reasonable sample of randomly selected medical locum agency files that demonstrates NSW Health customers are supplied with appropriate supporting documents ie photo identification; and a letter of introduction.
	6.3 and 4.4.3 Evidence that the medical locum agency does not make a claim for placement of the locum medical officer if the locum medical officer is placed in a shift by the primary employer or through another agency of the locum medical officer.	<ul style="list-style-type: none"> ▫ Single Agreement with each NSW Health Service to whom they supply locum medical officers that covers the Terms of business between the medical locum agency and the NSW Health Service.
	6.4 Evidence that the medical locum agency does not request payment from the NSW Health customer when the locum medical officer fails to attend an engagement at the agreed time and place.	<ul style="list-style-type: none"> ▫ Business practices that demonstrate how 'fail to attend' scenarios are managed from both the customer and locum medical officer perspectives. ▫ Single Agreement with each NSW Health Service to whom they supply locum medical officers that covers the Terms of business between the medical locum agency and the NSW Health Service.
7. Membership of a Professional Organisation	Confirm that the medical locum agency has membership of AAMRA or RCSA.	<ul style="list-style-type: none"> ▫ AAMRA or RCSA current membership certificate.
	Confirm that if the medical locum agency is not a member of AAMRA or RCSA that the agency appropriately complies with standards equivalent to the AAMRA or RCSA Code of Conduct.	<ul style="list-style-type: none"> ▫ Compliance with standards equivalent to AAMRA or RCSA Code of Conduct.
8. Quality of Service	8.1 a) to d) and 8.2 Evidence that the medical locum agency provides high quality service that reflects: <ul style="list-style-type: none"> • honesty and integrity, • keeping of agreed appointments, • is responsive and complies with the requirements and directions of customer enquiries, • performs and delivers customer requirements, • provide staff that are professional, efficient, courteous and respectful of all NSW Health Service customers; capable of delivering quality health care; present in a neat and professional manner; agree to abide by the Customers Code of Conduct. 	<ul style="list-style-type: none"> ▫ An audit of a reasonable sample of randomly selected medical locum agency files that demonstrate: <ul style="list-style-type: none"> • Examples of business practices and procedures, mission statement, business objectives and values, • Interviews and meetings with staff, • Feedback from a sample of NSW Health Service customers at a department, hospital and Area level, • Feedback from locum medical officers, • Examination of Complaint or feedback forms and action taken in response to each, • Performance development protocols are in place for medical locum agency staff and reflect these requirements.
9. Quality Systems	9.1 a) to c) Confirm that the medical locum agency has evidence of operational quality systems that are appropriate to the size of the agency.	<ul style="list-style-type: none"> ▫ Business Registration name and ABN. ▫ Business specific policy and procedures manual that focuses on quality service delivery to NSW Health Services. ▫ A continuous quality development framework is in place and operational.

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	<p>9.1 d) and 9.2</p> <p>Evidence that the medical locum agency systematically manages quality service delivery; agency staff are aware of these aspects and have been operating in this framework for at least six months.</p>	<ul style="list-style-type: none"> ▫ An audit of a reasonable sample of randomly selected medical locum agency files that demonstrate: <ul style="list-style-type: none"> • Records Management policy, • Performance and Compliance Policy, • Feedback from agency staff, • Records of site visits / inspections, • Examples of service delivery reviews and quality improvement, • Examples of procedures and customer feedback that verify that the duties of the locum medical officers were carried out as agreed by the customer, • Continuous quality improvement framework.
	<p>9.3</p> <p>Evidence that the medical locum agency has developed its own approach and management practices based on recognised quality assurance standards.</p>	<ul style="list-style-type: none"> ▫ Medical locum agency has achieved certification / accreditation against an appropriate Quality Standard. ▫ Continuous quality improvement framework is in place and operational.
10. Accreditation Rules	<p>10.1</p> <p>Evidence that the medical locum agency understands the validation of full compliance with the NSW Health Standards and Conditions for the Provision of Locum Medical Officers to the NSW Health Services.</p>	<ul style="list-style-type: none"> ▫ Review of medical locum agency strategic and business plans. ▫ A single signed agreement with a NSW Health Service.
	<p>10.2</p> <p>Evidence that the medical locum agency is committed to operating according to the NSW Health Standards and Conditions and that a deviation from full compliance will entitle NSW Health Services to:</p> <ul style="list-style-type: none"> • make a written complaint to the medical locum agency, • notify NSW Department of Health, • not permit the medical locum agency to supply locum medical officers for a determined period of time in consultation with the medical locum agency. 	<ul style="list-style-type: none"> ▫ Feedback from medical locum agency Directors. ▫ A single signed agreement with a NSW Health Service. ▫ Induction systems and other training programs for medical locum agency staff reflect / support this commitment as appropriate. ▫ Relevant policies and procedures reflect / support this commitment as appropriate.
	<p>10.3 a) and 9.4</p> <p>Evidence that the medical locum agency complies with relevant Commonwealth, State and Territory legislation and regulatory requirements relevant to its operations and that staff and locum medical officers are informed and act with these requirements.</p>	<ul style="list-style-type: none"> ▫ Examples of business communication strategies. ▫ Occupational Health and Safety Policy. ▫ Confidentiality and Privacy Policy. ▫ Pandemic Continuity Plan. ▫ Interviews with agency staff. ▫ Business Continuity Plan.
	<p>10.3 b)</p> <p>Evidence that the medical locum agency holds relevant insurances from a notified insurer for:</p> <ul style="list-style-type: none"> • Public Liability (\$20 million), • Professional Indemnity (\$10 million), • Workers Compensation or documentation of exemption consistent with the legislative requirements. 	<ul style="list-style-type: none"> ▫ Public Liability Insurance certificate (\$20 million), ▫ Professional Indemnity Insurance certificate (\$10 million), ▫ Workers Compensation Insurance certificate or documentation of exemption consistent with the legislative requirements.
	<p>10.3 c) and 10.3 d)</p> <p>Evidence that the medical locum agency ensures that advertising is truthful, fair and maintains the confidentiality and privacy of the locum medical officer.</p>	<ul style="list-style-type: none"> ▫ Examples of business communication strategies. ▫ Confidentiality and Privacy Policy.
	<p>10.3 e)</p> <p>Evidence that the medical locum agency has financial systems in place to ensure timely and accurate invoicing practices.</p>	<ul style="list-style-type: none"> ▫ Documented electronically based financial procedures that use recognised financial software. ▫ Audit process / protocols are in place.

Glossary

JAS-ANZ	Joint Accreditation System of Australia and New Zealand. A government appointed accreditation body for Australia and New Zealand responsible for providing accreditation of conformity assessment bodies. www.jas-anz.com.au
AAMRA	Australian Association of Medical Recruitment Agencies.
RCSA	Recruitment and Consulting Services Association.
NSW Health Services	NSW Health Services are the following Area Health Services and Justice Health: South West (SWAHS), Sydney South West (SSWAHS), South Eastern Sydney/Illawarra (SESAHS), Northern Sydney/Central Coast (NSCCAHS), Greater Southern (GSAHS), Greater Western (GWAHS), Hunter/New England (HNEAHS), North Coast (NCAHS).
ABN	Australian Business Number.

